

Policy 04 Division Objectives

STATE OF VERMONT AGENCY OF HUMAN SERVICES DEPARTMENT OF CORRECTIONS

Policy: 04

Subject: Division Objectives

Effective Date: March 30, 1984

Review and Re-Issue Date:

Supersedes: NEW

APA Rule Number:

Recommended for approval by:		Authorized By:	
_____ Signature	_____ Date	_____ Signature	_____ Date

1. Authority:

1.1

2. Purpose:

- 2.1** To provide annually a specific direction for the Divisions of Security and Operations, Program Services, and Probation and Parole, that integrates their role and function and responds to the Department's dual mandate to protect the public and provide rehabilitative opportunities for offenders.

3. Applicability/Accessibility

3.1

4. Policy

4.1. INTRODUCTION

Within the context of the Department Philosophy (Policy 111), the Divisional Objectives provide annual measurable targets by which we can hold ourselves accountable. As such, in the absence of profit and loss statements, they are the yardsticks by which we determine our success or failure. This policy must be updated at the beginning of each fiscal year by the Division Directors.

4.2. NARRATIVE

Policy 04 Division Objectives

The Divisions of Probation and Parole, Program Services, and Security and Operations have been given the primary responsibility for developing and managing a balanced continuum of supervision, security, and program services. As defined by the Department Policy, this means a graduated system for delivering each of these elements commensurate with the assessed needs of the offender for punishment, risk reduction, and risk control. This policy shall be the context for all facility and field unit objectives.

4.3. FACILITY OBJECTIVE

- 4.3.1** Implement, monitor, and adjust unit programs. throughout each facility in a manner consistent with Department policies and practices throughout each facility; i.e., Vanguard. Incentive Programs, Behavioral Adjustment, etc.
- 4.3.2** Classification process; i.e., custody, need, case plan with measurable objectives, and program notes error rate not to exceed five percent.
- 4.3.3** Offender placement within 80% compliance with custody level, as indicated on instrument.
 - 4.3.3.1** Reduce the number of escapes from custody.
 - 4.3.3.2** Reduce the number of walk-aways from furlough.
 - 4.3.3.3** Reduce the number of protective custody cases.
 - 4.3.3.4** Reduce the number of assaults on inmates.
 - 4.3.3.5** Balance the inmate population evenly across the State within the context of defined facility roles.
 - 4.3.3.6** Improve the use of resources; i.e., differential staffing patterns by type and location.
 - 4.3.3.7** Insure inmates are in the proper institution based on classification.
- 4.3.4** Offender program involvement will consistently be commensurate with custody level and in compliance with offender case planning goals as defined in the facilities Classification Manual.
- 4.3.5** Maintain security/custody practices in compliance with standards for all elements of inmate activity.
- 4.3.6** At regional facilities, maintain a level of community service crew activity that provides for six to eight hours per day of work or work related activity for all minimum security inmates.

Policy 04 Division Objectives

- 4.3.7** In concert with Vermont Institutional Industries, manage for the development and implementation of three new production sites.
- 4.3.8** Provide and manage for improved contract services for unit programs, sex offenders, substance abuse, health, and mental health.
- 4.3.9** Establish minimum inmate activity levels at each facility.
- 4.3.10** Enhance staff resources for education, vocational training, casework and unit programs, community service, and custody.
- 4.3.11** Develop staff management focus for academic and vocational education and training..
- 4.3.12** Expand work opportunities for medium security inmates.
- 4.3.13** Improve organizational structure for volunteer services and, specifically, expand A.A. involvement in all facilities.
- 4.3.14** Maintain appropriate expenditure controls to not exceed line item allocations; payroll, contracts, educational supplies, and total operating.
- 4.3.15** To be in compliance with all custody/security policies and procedures.
- 4.3.16** Fully implement the philosophy of regional and central facility concept.

4.4. PROBATION AND PAROLE OBJECTIVES

- 4.4.1** Reorganize contract services delivery to provide for packaged "core curriculum" services in each district in the need areas most closely related to offender risk; i.e., sexual behavior, substance abuse, and emotional stability.
- 4.4.2** Develop employment and training programs for targeted probation populations.
- 4.4.3** Implement, monitor, evaluate, and adjust Intensive Supervision Program consistent with stated goals of Policy 111.
- 4.4.4** Implement, monitor, evaluate, and adjust the Victim Service Units.
- 4.4.5** Write Department Policy governing the Division of Probation/Parole Procedures Manual.
- 4.4.6** Implement, monitor, and adjust the new Set Off Law procedure for collection of fines. Investigate the feasibility of including restitution under the Set Off Law.
- 4.4.7** Establish supervisory/management guidelines for quality control of staff work.

Policy 04 Division Objectives

- 4.4.8** Develop and implement a new core audit process consistent with Department goals/objectives, and the new classification levels and standards.
- 4.4.9** Maintain appropriate expenditure controls to not exceed allocation for personal services, contracts, and operating expenses.
- 4.4.10** In concert with other Divisions, develop an M.I.S.on parole release and violation.
- 4.4.11** In concert with the Division of Program Services, enhance resources for services to probation/parole clients that enable appropriate supervision.
- 4.4.12** Utilize the Workload Formula system to manage equitable assignment of work and equitable distribution of resources.
- 4.4.13** In concert with the Chief of Training, continue to implement needed training so all professional staff receive a minimum of 40 hours of training annually.
- 4.4.14** Enhance the supervisory structure of the division.
- 4.4.15** In concert with the Division of Adult Facilities and Program Services, refine case planning practices, transition and placement practices, and surveillance consistent with the least restrictive principle and the continuum concept.

5. Training Method

5.1

6. Quality Assurance Processes

6.1

7. Financial Impact:

7.1

8. References

9. Responsible Director and Draft Participants